# Office of Civilian Radioactive Waste Management
## APPENDIX A
### Integration of HCM

During Q3, FY06 OCRWM's reorganization was effective.  On May 8, 2006 the organization transitioned into the new structure. The reorganization changes were designed to streamline the structure and processes to more effectively manage the Program through the design, licensing, construction and operations phases.  As of Q4, FY06 many of the position descriptions have been re-written, classified and the employees reassigned and the majority of the new structure is implemented. OCRWM's human resource advisors (i.e., workforce planners) are still intimately involved in ongoing activities to ensure the Program's human capital needs are addressed and integrated into the organization's corporate/programmatic decisions.

The Q4, FY06 continues to be a changing environment for OCRWM.  The new OCRWM Director, Edward F. Sproat, III., has put an emphasis on integrating Human Capital Management (HCM) plans/initiatives into the Program's decision-making processes.   As mentioned in the transmittal letter, Mr. Sproat, has declared four objectives he wants to achieve during his tenure that will re-direct the OCRWM's mission and functions.  The four objectives include:

- First and foremost, submit a license application to the Nuclear Regulatory Commission by June 30, 2008.
- **Staff and train the OCRWM organization so that it has the skills** and culture needed to design, license, manage construction and operate the Yucca Mountain project with safety, quality and cost effectiveness;
- Address the impasse and growing government liability associated with unmet contractual obligations to move spent fuel from nuclear plant sites.
- Develop and begin implementation of a comprehensive national spent fuel transportation plan that accommodates state, local and tribal concerns to the greatest extent possible.

The key to a successful HCM Plan is top management involvement, and at the current time OCRWM is fortunate to have leadership that understands the importance of workforce planning. In addition to the four major objectives listed above, Mr. Sproat has a "game plan" for executing his objectives.  The strategy for executing Mr. Sproat's objectives includes: assessments in 16 areas of the Program; a plan for fixing the gaps; an execution plan; and a performance management plan.  Mr. Sproat and the OCRWM management team are in the first phase of executing his "game plan" that includes a review of the following:

- Project Planning and Management Processes
- Organization
- Personnel and Human Resource Processes
- Contractors and Contract Management
- Legal Support and Litigation
- Licensing
- Engineering
- Research Programs

- Operations
- Transportation
- Quality Assurance
- Spent Fuel Contracts
- Stakeholder Communications
- Congressional Interactions
- Culture
- Oversight

Once the reviews of the sixteen areas are complete, Mr. Sproat and the OCRWM management team will start defining a plan to fix the gaps uncovered in the assessment process. This analysis might result in additional restructuring. Although the Program's restructuring efforts include approval for Voluntary Separation Incentive Payments Authority (VSIP) and Voluntary Early Retirement Authority (VERA), the Program has not utilized these tools due to the recent transition in RW senior executive leadership, and the Program's re-focused emphasis on staffing the organization with mission critical expertise. More time will be required to decide if VERA/VSIP will be utilized.

In addition to the assessments underway, leadership of OCRWM continues to analyze skills gaps of the organization. Specifically, Mr. Sproat initiated dialog with OCRWM's Human Resource Advisors and the Department's Human Resources Training Representatives to discuss the development of a Management Development Program. Mr. Sproat's vision includes a program geared towards the development of managers that can support OCRWM's unique mission and functions. Also, senior management is in support of hiring an OCRWM Training Advisor that will be responsible for providing expertise in the compilation of tools to facilitate the development of management competencies as well as to assess the Program's readiness in the nuclear culture. The position will be responsible for developing the strategy for identifying unique training requirements for the RW workforce; and; implementing these requirements across the Program.

We expect FY07 to be a very challenging, but exciting year for OCRWM's HCM program. The transitional state of OCRWM has created some immediate uncertainty for planning and reporting purposes. However, we expect the assessment process that the Program is endeavoring to result in significant findings and recommendations that will help improve our future OCRWM workforce plans.

| Requirements | Accountable Manager |
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| Integrate HCM Plan into decision-making processes | Alan Brownstein & Vic Trebules |
| Demonstrate improvement in meeting hiring-time goals | Ronald Szatmary Jr., Acting Director, Office of Government Services |
| Significantly reduce skills gaps in mission-critical occupations | Ronald Szatmary Jr., Acting Director, Office of Government Services |
| Succession Planning | Alan Brownstein & Vic Trebules |
| Knowledge Management | Zoe McDonald |
| Implement strategies for addressing under- | Alan Brownstein & Vic Trebules |

| representation of minorities | |
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| Analyze and optimize organizational structure for service and cost | Paul Golan |
| Link performance appraisal plans and awards to DOE mission and goals | Paul Golan |
| Use outcome measures to make human capital decisions | Program Plan – Alan Brownstein<br>Budget – Ronald Szatmary Jr. |

| Milestone | Projected Completion Date | Date Completed |
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| FY 2006 Budget decisions support HCM initiatives | Quarterly | **FY06 Budget:** Incorporates funding for Federal interns to fill critical skill gaps and to provide career development in key technical disciplines (engineering and science).<br>- FY05 Budget: OCRWM's FY05 budget proposed an increase in its FTE allocation from 215 to 240. Due to the delay in the submittal of the License Application to the U.S. Nuclear Regulatory Commission, management made a decision to keep its FY05 FTE levels consistent with allocations established in FY04. This decision resulted in a cost savings of approximately $3.3 million which was redirected to other high priority activities. |
| **RW Performance Objectives & Milestones (POAM) - Functional Heads (Project, Waste & Support)** | Weekly | The POAM was instituted by the Principal Deputy Director on a weekly basis to integrate the major functional |

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| | | activities of the Program. |
| **OCRWM Senior Management Off-Site** | Quarterly, or as the need arises | <span style="color:red">The upcoming senior management off-site tentatively scheduled for the first quarter FY07 will focus on initial dialog about staffing/FTE requirements.</span><br><br>**April 4-6, 2006 -** OCRWM Senior Managers attended the Chicago Off-Site. A session was dedicated to the reorganization; providing managers the opportunity to further refine the M&F, skill requirements and to craft the OCRWM Leadership Commitment. |
| Utilize tools to facilitate Human Capital Planning | Ongoing throughout FY 06 | **May 1, 2006** – OPM approved RW's Request for Buyout & Early Retirement Authority. RW senior managers awaiting additional staffing decisions prior to exercising use of these restructuring tools. Both Buyout & Early Retirement Authorities are available through the end of FY07. |
| <span style="color:red">FY 2007 and Future Budget Decisions Supporting HCM Initiatives</span> | <span style="color:red">Ongoing throughout FY 07</span> | <span style="color:red">**Q4, FY06 plans** included a request by top management to increase OCRWM's full time equivalents (FTEs) to ensure the Program has adequate staff support to meet the Program mission objectives. Mr. Sproat directed the</span> |

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| | | OCRWM HR Advisory Office to begin laying the groundwork to request a higher FTE level in time for the FY09 budget cycle. Part of this process will include assessing our current FTE/staffing level and developing a tool to capture the input from the Office Directors on their future staffing requirements. This forecast will help identify OCRWM's near and long-term staffing requirements (e.g. FTE levels, expertise in specific disciplines, etc.). This effort/study will ensure the Program has the skills needed to design, license, and manage the construction and operation of the Yucca Mountain Project with safety, quality, and cost effectiveness. <br><br> **FY07 Budget:** <br> - Funding allocated for relocation, recruitment and retention incentives. <br> - Funding allocated for incentives for employees certified as project directors. <br> - Funding allocated for permanent change of station. |

# APPENDIX B
## Hiring Time Goals

| Milestone | Projected Completion Date | Date Completed |
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| Develop database which allows for the tracking and collection of data on hiring | January 20, 2005<br>**Completed** | **January 20, 2005**<br>- Two separate tracking systems developed.  One for the SES 30-Day Hiring Model and one for the 45-Day Hiring Model (attached) |
| Maintain and report information in the hiring tracking database | Ongoing | **September 29, 2005**<br>Database updated (attached)<br>**June 1, 2005**<br>Database updated (attached)<br>**January 20, 2005**<br>- Database fully loaded and updated weekly or as necessary |
| Achieve 40% success rate in meeting RW's hiring model | September 2005 | Delays in issuance of selection certificates by HR have substantially impeded achievement of our hiring goals.  Additionally, the establishment of an internal hiring review/ approval process, at the direction of the new RW Principal Deputy Director, impeded projected improvements in our hiring timeline. |
| Achieve 50% success rate in meeting RW's hiring model | December 2005 | Delays in issuance of selection certificates by HR have substantially impeded achievement of our hiring goals.  RW has not received selection certificates as of this date for positions which were closed as of October 2005. |

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| Achieve 60% success rate in meeting RW's hiring model | March 2006 | In conjunction with RW's, ongoing restructuring, an interim hiring controls plan was enforced by the Principal Deputy Director (PDD), effective 1/12/06. Until further notice, all requests for personnel action require the approval of the PDD on a case-by-case basis. The restricted hiring plan was implemented to ensure we appropriately align RW's current employees under the new organization structure. Regrettably, for those actions already in progress, additional delays in issuance of selection certificates by HR have substantially impeded achievement of our hiring goals. The hiring controls plan will be re-assessed at the final stages of the reorganization implementation process. |
| Achieve measurable success in meeting RW's hiring model | June 2006 | During the period December 2005 to present, RW has concentrated on implementing major restructuring across the Program. During this period, the servicing HR Specialist was detailed to the Office of Personnel Management; which impacted the servicing of the Program with respect to achievement of |

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| | | measurable success in our hiring model. April 2006, RW realized significant cleanup of its backlog personnel actions; however, the returning HR Specialist is now faced with numerous personnel actions to fully implement the RW reorganization. Therefore, for the remainder of FY06, RW will continue to focus on the implementation of its reorganization and its ongoing staffing to ensure the recruitment of individuals who possess the skills to reduce our critical skills gap (i.e., engineering & physical science disciplines). |
| Achieve measurable success rate in meeting RW's hiring model | September 2006 | <span style="color:red">RW continues to improve upon the tracking mechanisms for the movement of all personnel actions. The last quarter has seen major improvements in the filling and processing of our personnel actions due to the start of a new HR specialist.<br><br>The new specialist has worked to clean up some serious backlogs of vacancy announcements and vacancy certificates and still managed to classify and process the majority of the personnel actions associated with</span> |

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| | | the recent OCRWM reorganization. Although cleaning up the backlog did not result in our hiring model being achieved for every action, the program has witnessed major improvements. |
| Reassess OCRWM-wide hiring process goals | FY 2007 (Ongoing) | OCRWM will continue to improve upon the tracking mechanisms for the movement of all personnel actions.  With the improved servicing from the HR office we expect a measurable success rate in meeting OCRWM's hiring model for FY07.   In addition, the new Director has put a major emphasis on filling the skills gaps in the Program and part of the plan to accomplish this effort includes a major hiring effort.  As part of this hiring effort OCRWM will continue to partner with the HR office and improve upon HR and management delays in the process.  In order to ensure that certificates are acted upon in a timely manor, the OCRWM HR advisory office will work with management to ensure that travel, training and leave are taken into consideration when vacancies are posted.  In addition the OCRWM HR Advisory office will ensure that |

| | | management is aware of the hiring model and the importance of filling positions efficiently and effectively. |
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# APPENDIX C
## Skills Gap

The Director, Mr. Sproat, has stated that one of his main objectives during his tenure is to "Design, staff, and train the OCRWM organization such that it has the skills and culture needed to design, license, and manage the construction and operation of the Yucca Mountain Project with safety, quality, and cost effectiveness." Currently, OCRWM is continuing to identify critical skills aligned with the approved reorganization and new leadership. It would be extremely difficult to fully update the other critical skills required below our Major System Projects which are identified as: Yucca Mountain Project, (2) National Transportation Project, and (3) Nevada Transportation Project. However, the attached Critical Skills Gap Analysis spreadsheet does provide the initial disciplines that we are concentrating on to reduce our skills gap. OCRWM workforce planners continue to work with the Program's senior managers to implement the reorganization and the ongoing assessments of the Program. We anticipate that a comprehensive review of the organization's critical skills will be accomplished as part of the reorganization implementation process and as part of the Program assessments that are currently underway. Once these reviews are complete, we will provide the results that will form our revised human capital plan.

In support of ongoing critical skills analysis, management approved new FTEs as follows: General Engineer (Project Director for LA) , EJ-801-5; General Engineer (Senior Policy and Technical Advisor for Nuclear Safety), EJ-801-5; Physical Scientist/General Engineer, GS-1301-/801-15; and Training Advisor, GS-301-14 (this position will be responsible for developing the strategy for identifying unique training requirements for the RW workforce and will be a major contributor in developing an effective strategy upon which to strengthen the OCRWM Federal workforce).

In addition, OCRWM senior management is pursuing an increase in the Program's full time equivalents (FTEs) to ensure the Program has adequate staff support to meet the Program mission objectives. Mr. Sproat directed the OCRWM HR Advisory Office to begin laying the ground work to request a higher FTE level in time for the FY09 budget cycle. Part of this process will include assessing our current FTE/staffing level and developing a tool to capture the input from the Office Directors on their future staffing requirements. This forecast will help identify OCRWM's near and long term staffing requirements (e.g. FTE levels, expertise in specific disciplines, etc.). This will ensure the Program has the skills needed to design, license, and manage the construction and operation of the Yucca Mountain Project with safety, quality, and cost effectiveness.

| Milestone | Projected Completion Date | Date Completed |
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| Update key positions and competency projections resulting from needs analysis. Conduct assessment to identify skills gap in mission-critical | Updated skills gap analysis spreadsheet quarterly or on an as needed basis | **On going** A comprehensive assessment of the organization's critical skills will be accomplished as part of the reorganization |

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| occupations | | implementation process and new leadership assessments. At such time, we will provide the results that will form a more thorough critical skills analysis. |
| Establish Career Management Intern Program in OCRWM | July 2006<br><br>July 2005 | One additional career intern appointed during Q4, FY06 (9 intern slots remain open). The OCRWM Training Advisor is developing a tool for release to a variety of higher learning institutes to improve the publicity of the Radioactive Waste Intern Program (RWIP). This is being done in an effort to attract more potential candidates. Additionally, the Department's Recruitment and Outreach Coordinator will distribute the RWIP pamphlet at various job fairs/ visits to Universities across the country.<br><br>-In concert with the Office of Human Capital Management, established the Radioactive Waste Career Management Intern Program<br>-Developed Recruitment Strategy – July 2005 |
| SES Hires:<br>-Director, Office of Quality Assurance<br><br>-Director, Office of the Chief Engineer | August 2006<br><br>December 2006 | Selection expected in early September 2006.<br><br>**August 28, 2006**- Top management approved the hiring of this vacant SES position. The SES recruitment package is expected to be finalized in early September. |

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| -Director, Infrastructure Management Office | December 2006 | **August 28, 2006**-Top management approved the hiring of this vacant SES position. The SES recruitment package is expected to be finalized in early September. |
| Reduce and/or eliminate Critical Skills Gap via the recruitment and hiring of needed competencies | August 2006- ON GOING | As of August 28, 2006 OCRWM has 79 vacancies. Many of these vacancies include our critical disciplines: Mechanical, Civil, Nuclear and General Engineering, and Contract Administration, and Physical Scientist. OCRWM management holds weekly meetings with the HR office to discuss analyze the critical hiring needs and prioritize those personnel actions. |
| Upon completion of restructuring and decisions on reshaping the Program, conduct analyses to determine if mission critical skills gap have changed and, if they have, revise Human Capital Management documents that address our mission critical skills gap | Ongoing | **Ongoing** -Once decisions are made on the reshaping of OCRWM, the office will submit milestones and goals which correspond with mission critical skill gaps in terms of the new organizational structure and revised Mission (if applicable) |

# APPENDIX D
## Succession Strategies

| Milestone | Projected Completion Date | Date Completed |
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| Regular, consistent discussions between OCRWM senior managers and OCRWM HR Advisors (workforce planners). | Ongoing | The OCRWM Director has frequent meetings with the OCRWM management team to discuss the progress of program requirements. The frequent management meetings and assessments of the program have taken the place of the Annual Human Capital Review (AHCR) meetings (which were addressed in prior quarterly reports). |
| Analyze information gathered during management discussions and determine path forward to address human capital requirements. | Ongoing | Top management is in the process of assessing the OCRWM organization so that the program has the skills and culture needed to design, license, and manage the construction and operation of the Yucca Mountain Project. Once this analysis is complete a plan will be put in place to address the skills gaps. |
| Develop draft strategy for filling critical management positions | September 2006 | The OCRWM Director has developed a strategy for filling the critical management positions. The strategy for executing the Director's objective includes: an assessment of the potential gaps; a |

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| | | <span style="color:red">plan for fixing the gaps; an execution plan; and a performance management plan. The Director has met with OCRWM's Human Resource Advisors and Department Human Resources Training Coordinators to discuss a Management Development Program that is specifically geared towards OCRWM's mission and functions. Plans are underway to develop a unique program that will form the current and future leadership of the Program.</span> |
| Identify additional OCRWM employees for Project Manager certification program at Levels 1, 2, and 3 | September 2006<br><br><br><br><br><br><br><br>July 8, 2005<br>**Completed** | **May 2006-** PMCDP Senior Manager Advocate restructured under the Office of Project Controls as a result of the RW reorganization. Further assessment pending outcome of restructuring efforts.<br>**February 11, 2005** -Identified seven (7) new project manager requirements (Level 2 – 4; Level 3 – 3)<br>**June 2005** -OCRWM is analyzing the potential benefits of conducting an in-house "boot camp" for employees who require Level 1 and 2 Certification |
| Provide training (formal | <span style="color:red">On-going</span> | <span style="color:red">NOTE: The Director's</span> |

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| training and on-the-job) to employees identified during the succession planning process | | <span style="color:red">focus on management development will further be explored along with an assessment of the Training Program Document (TPD) to ensure the analysis that went into developing the TPD is captured and carried forward.</span> |
| | Timeline revised to reflect March 30, 2006 implementation **COMPLETED (April 17, 2006)** | **March 1, 2005** -Identified positions which will likely become vacant over the next 1-3 years. Training associated with those positions will be identified **September 30, 2005** -OCRWM is in the process of developing a Training Program Document on Mandatory Supervisory training for "new" managers/supervisors and "refresher" training for all managers/supervisors. |
| **Assemble Working Group to Analyze and Determine "core" managerial/ supervisory required for "new" managers/supervisors** | **September 2005** | **COMPLETED** -Working Group assembled and comprised of supervisory and training personnel. -Discussed potential "core" training required. -Utilized information received on results of skills assessments performed by OCRWM managerial and supervisory personnel |

| | | -Determined next steps |
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| **Develop Functional Analysis – Functional Analysis based on supervisory input assigned to Working Group, leadership and management responsibilities as described in PDs, and SES Core Qualifications** | October 2005 COMPLETED | **September 29, 2005** Preliminary Draft Functional Analysis Developed |
| **Identify "core" management training** | November 2005 COMPLETED | **November 30, 2005** |
| **Identify existing or off-the-shelf training available** | November 2005 COMPLETED | **November 30, 2005** |
| **Develop Training Program Description – Managers and Supervisors** | January 2006 | **December 22, 2005** First draft completed; submitted to managers for comments |
| **Incorporate comments** | February 15- March 17 | **COMPLETED April 17, 2006** |
| **Implement Training Program Description** | March 30, 2006 | **COMPLETED April 17, 2006** |
| **OCRWM managers select employees to attend execution leadership programs:** <br> **-Executive Potential Program** <br> **-Executive Leadership Program** <br><br> **-New Leader Program** <br> **-2006 Aspiring Leadership Program** <br><br><br><br><br><br> **-Federal Executive Institute** | May 2006 <br><br><br> February 2006 <br> February 2006 <br><br> April 2006 <br> February 2006 <br><br><br><br><br><br> September 2006 | **No employees were nominated this year** <br><br> February 2006 Notice released to OCRWM supervisors and employees to solicit candidates for the Executive Potential Program, Executive Leadership Program & 2006 Aspiring Leadership Program. September 30, 2005 Four employees selected to attend the Federal Executive Institute – Leadership for a Democratic Society Program – October 2005 – 2 employees attending training; January 2006 – 1 employee attending |

| | | training;<br>February 2006 – 1 employee attending<br><span style="color:red">October 2006 -2 employees slated to attend</span> |
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## APPENDIX E
## Knowledge Management

| Milestone | Projected Completion Date | Date Completed |
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| Continue work to develop the technical infrastructure and change management elements required for knowledge management | On-going through FY 2007 | **August 2006**<br>- Implemented eRoom collaboration and information capture capabilities for Office of the Director, including status and meeting information capture capability. |
| | On-going through FY 2006 | **April 2006**<br>- Completed analyses of the network infrastructure required to accommodate process information capture, collaboration technology, and scaling of knowledge management capability across the DOE HQ and Nevada sites.<br>- Implemented eRoom collaboration and information capture capabilities for the Transportation-Nevada Infrastructure project area.<br><br>**November 2005**<br>-Implemented additional work flow information capture and management capabilities with links to collaboration processes and software.<br>-Incorporated process information and |

| | | administrative functions to eRoom collaboration infrastructure. Expanded eRoom user base. Matured link between collaboration space and formal repository framework. -Developed improvements in eRoom collaboration capabilities and user training. Enhanced search capability to include collaboration work spaces. Expanded eRoom user base and incorporated new functionality and organizations. |
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| Gateway Version Phased Deployment – Incorporated revisions to newsgroup information capture, search capabilities, usability across Gateway portlets, and document repository infrastructure | Apri1-May 2006 | - Revised newsgroup infrastructure to retrieve information from a new service provider.<br>- Expanded search capabilities to include additional OCRWM repositories.<br>- Based on post-implementation user reviews from Gateway releases, modified Gateway structure, labeling, and layout to enhance usability and grouping of information for better data retrieval.<br>- Began planning stage for follow-on requirements and knowledge needs validation. |
| <span style="color:red">Gateway 1.5 major release to include: integrated task assignment inbox, content owner maintained portlets</span> | <span style="color:red">August - November 2006</span> | <span style="color:red">- Defined Team leads, and a Resource Plan for the management of Gateway 1.5. Finalizing</span> |

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| with review/approval workflow, and improved usability across all Gateway portlets. | | the project schedule, and currently defining a change management approach for future deployment, and continued usage.<br>- Developed user feedback surveys and currently refining other information gathering instruments for requirements capture and analysis.<br>-Based on continuing requirements analysis, modifying Gateway structure, labeling, and layout to enhance functionality and usability to provide better currency of information and enhanced retrieval. Identified serveral application modules to include in the Gateway 1.5 release, and used these modules to define an iteration approach to the development and release of Gateway 1.5.<br><br>-Planning for follow-on requirements and knowledge needs validation for Gateway 2.0. |

# APPENDIX F
## Diversity

The OCRWM leadership is in support of a human capital plan that provides guidance on achieving and maintaining a highly skilled and diverse workforce.  The organization looks forward to developing a plan that not only improves diversity, but also builds a workplace that respects, appreciates and values individual differences and uses those differences to improve organizational performance, customer service and work place relations.  As the OCRWM Program moves through its transitional phase and completes its assessments, we expect improvements on the existing programs in place to help achieve these diversity objectives.

| Milestones | Projected Completion Date | Date Completed |
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| Office of Human Capital Management Innovation & Solutions to obtain assistance and support in establishing partnerships with various institutions and/or publications | Ongoing throughout FY 06 | **July 2006-** Hired one diversity category intern. Also hired 4 Diversity Partnership Interns for the summer term. Exploring hiring a Native American Indian in early FY07 to address institutional relations issues in the Transportation Project. |
| Develop list of institutions/publications to reach under-represented groups to be used in announcing vacancies in OCRWM | Ongoing throughout FY 06 | February 2006 Sponsored on-site visit by HR representative from the Office of Human Capital Management Innovations and Solutions (HR-20) to conduct interviews and extend initial offers at universities on the West coast. This is an effort to improve recruitment efforts in under-represented groups. As a part of the |

| | | human capital needs assessment, discussed with leadership their ideas on possible institutions and publications to contact for a more diverse applicant pool for OCRWM's technical and administrative positions. |
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| Based on accessions/promotions in OCRWM, improve diversity statistics by 1% | May 2006 | Two diversity category employees selected for promotions to supervisory positions**.** One new diversity hire (intern); Second diversity hire (intern) pending security processing (5/2006) |
| Based on accessions/promotions in OCRWM, demonstrate measurable improvement in diversity statistics | <span style="color:red">Ongoing</span> | <span style="color:red">**August 2006**- One diversity category employee selected for contract specialist position.</span><br><br><span style="color:red">The Program continues to work towards planning and assessing options that demonstrate measurable improvements in diversity statistics. OCRWM leadership complies with governing civil rights and equal opportunity statutes to ensure all</span> |

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| | | employees are treated fairly in our hiring, retention, training, mentoring and developmental programs. OCRWM recognizes that with the large number of vacancies in the program that there will be real opportunities to enhance employment in under-represented populations. |
| Address under-representation in mission-critical occupations | Quarterly | May 2006 filled one critical Information Technology supervisory vacancy with a minority (female) candidate |

# APPENDIX G
## Organizational Structure

On May 8, 2006 OCRWM's comprehensive reorganization; designed to refine and refocus the functions of the organization to optimize the management and integration of the Program's mission was effective. The organizational changes will improve and streamline the structure and processes to more effectively manage the OCRWM Program through the design, licensing, construction, and operations phases for the Nation's first geologic repository for the disposal of spent nuclear fuel and high-level radioactive waste (see attached new organization chart). The reorganization merges the functions and activities of the Program's geographically dispersed workforce; creating a more project-focused approach in the accomplishment of our critical mission. The restructured organization emphasizes the Program's key functions; thus, supporting the goals to maximize employee skills and expertise, to restructure positions which no longer support key functions and to abolish positions where skills sets are obsolete.

As of Q4, FY06 the majority of the reorganization has been implemented. Many of the position descriptions have been re-written, classified and the employees reassigned and the majority of revised performance plans have been established. OCRWM's human resource advisors (i.e., workforce planners) are still intimately involved in ongoing activities to ensure the Program's human capital needs are addressed and integrated into the organization's corporate/programmatic decisions.

The new OCRWM senior executive has put an emphasis on integrating Human Capital Management plans/initiatives into the decision-making processes. After the new regime is finished reviewing and analyzing the organization there may be some future modifications to the organization structure.
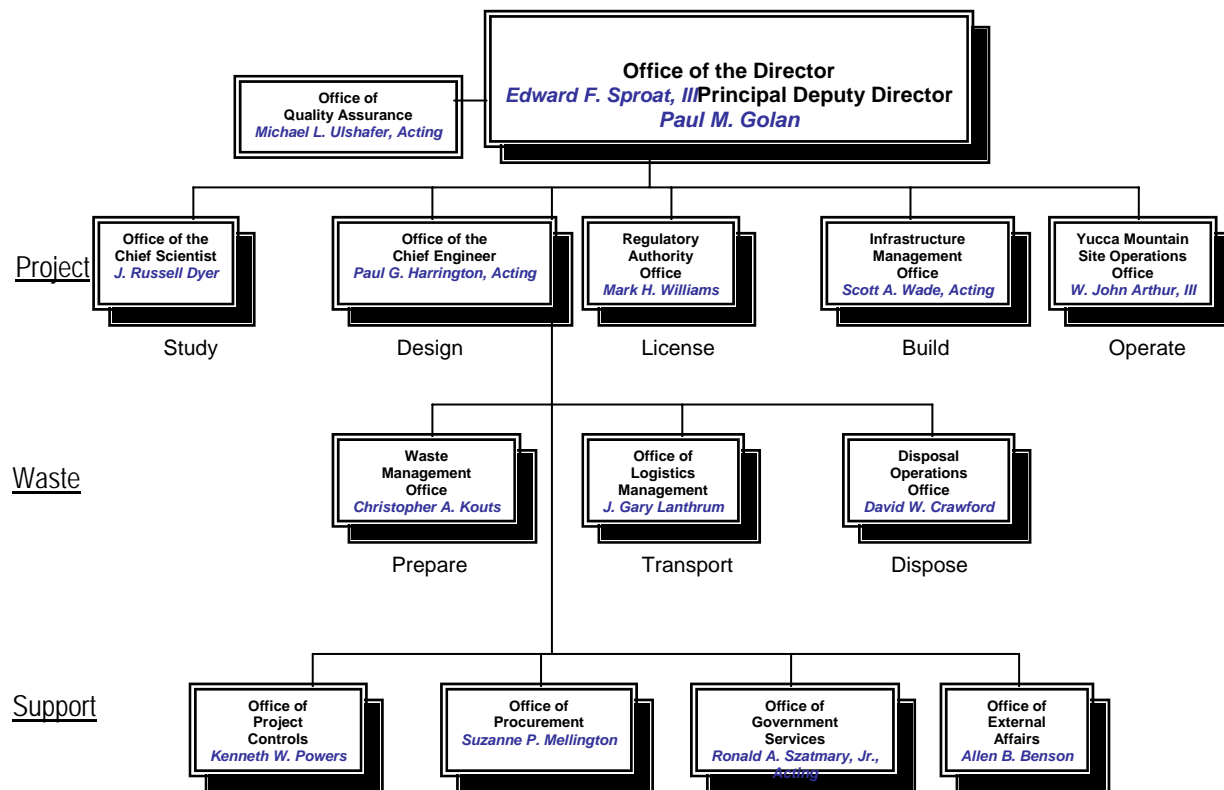
| Milestones | Projected Completion Date | Date Completed |
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| RW Performance Objectives & Milestones (POAM) – replaced the Executive Leadership Council. The weekly POAM provides the opportunity to discuss organizational structure and budget issues | Ongoing throughout FY 06 | **January thru May 2006** the POAM was instituted by the Principal Deputy Director on a weekly basis to integrate the major functional activities of the Program. April 2006 OCRWM Management Off-Site was held. One session focused exclusively on the major restructuring underway. The Principal Deputy Director continues to |

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| | | meet with key staff (managers and project directors) responsible for the accomplishment of our objectives. He has instituted a new performance measurement process to monitor progress in meeting the organization's milestones. |
| Competitive Sourcing Activities Affecting OCRWM Workforce<br>- HR/Training | On-going<br><br>**July 2006** | **HR/Training: Effective July 1, 2006 the HR/MEO (Enterprise Training Services) will standup to support many aspects of RW's training and developmental needs.**<br>**September 30, 2004**<br>- DOE Announced the completion of the HR/Training A-76 Study; with award of these services to the Most Efficient Organization (Agency Tender/ME).<br>**October 2004 - January 2005**<br>- ME Working Group tasked with developing the MEO/Residual Organization; ME expects no changes in current operations through June 30, 2005.<br>- Two OCRWM federal FTE impacted; resulting in the alignment of corporate activities |

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| | | under the MEO/RO. Anticipated cost savings of $60,000 will be realized due to the elimination of the corporate training activities which permits federal staff to focus on mission-related training functions. |
| - IT | July 6, 2005 | **IT:** **March 2006** **Funding to support three (3) FTE for corporate IT services provided for the remainder of FY06.** The IT A-76 Standard Competion resulted in award to the MEO; providing for consolidation of IT infrastructure services across the Enterprise, as well as support for other IT life-cycle services including cyber security. November 2005, OCRWM tasked with providing appropriate funding for its corporate functions that will be performed by the MEO. |
| - New Study Candidates | | November 11, 2005 the Department announced the cancellation of Feasibility Reviews encompassing 628 FTE in six business areas.  It has been determined that none of the six business areas is suitable for an A-76 competition at this time. |

| | | Additional feasibility reviews may be announced in the near term; however, no further announcements concerning new study areas have been released during Q2, FY06<br><br>October 27, 2005 OCRWM reported it did not have any viable business areas for study at this time. |
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| 2006 Inventory of Inherently Governmental & Commercial Activities (IGCA) | June 2006 | **April 21, 2006** Submitted OCRWM's 2006 Inherently Governmental and Commercial Activities (IGCA) Inventory. This year's submission included justification for all Commercial A Functions (i.e., FTE categorized in Reason Code A |
| | **June 2006** | **May 4, 2006** Submitted RW-1 certification of the accuracy of the 2005 IGCA Inventory<br><br>**Awaiting 2006** Competitive Sourcing Scorecard |
| eGov Solutions<br>- eRoom:  The OCRWM eRoom is a tool which provides users with a secure shared workspace to collaborate on documents. eRoom supports improved workflow productivity, employs document version control to retain all draft | Quarterly | Developed improvements in eRoom collaboration capabilities and user training.  Enhanced search capability to include collaboration work spaces.  Expanded eRoom user base and incorporated new |

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| versions of documents, ensures data security through user access control (viewing and editing rights), ensures data integrity through fault-tolerant data storage, and offers advanced collaborative tools to solve time and distance separation. | | functionality and organizations. |
| - Grants | | OCRWM's transportation organization is currently researching eGov processes to be used for the application, review and award of grants for 180(c).  Grants will be awarded to approximately 80 states & tribes. |

**Office of the Director**
*Edward F. Sproat, III*/**Principal Deputy Director**
*Paul M. Golan*

**Office of
Quality Assurance**
*Michael L. Ulshafer, Acting*

## Project

**Office of the
Chief Scientist**
*J. Russell Dyer*

Study

**Office of the
Chief Engineer**
*Paul G. Harrington, Acting*

Design

**Regulatory
Authority
Office**
*Mark H. Williams*

License

**Infrastructure
Management
Office**
*Scott A. Wade, Acting*

Build

**Yucca Mountain
Site Operations
Office**
*W. John Arthur, III*

Operate

## Waste

**Waste
Management
Office**
*Christopher A. Kouts*

Prepare

**Office of
Logistics
Management**
*J. Gary Lanthrum*

Transport

**Disposal
Operations
Office**
*David W. Crawford*

Dispose

## Support

**Office of
Project
Controls**
*Kenneth W. Powers*

**Office of
Procurement**
*Suzanne P. Mellington*

**Office of
Government
Services**
*Ronald A. Szatmary, Jr.,
Acting*

**Office of
External
Affairs**
*Allen B. Benson*

*8/28/2006*

# APPENDIX H
## Performance Management Linkage

| Milestones | Projected Completion Date | Date Completed |
|---|---|---|
| Establish a system whereby managers have the authority to recommend/approve/certify awards for employees who perform "above and beyond" throughout the rating cycle | May 2006 | May 8, 2006 RW Principal Deputy Director delegated authority to approve on-the-spot & Special Act Awards up to $500 to each Office Director (within the new organizational structure) |
| Develop database to track all incentive awards | January 10, 2005 **Completed** | **January 3, 2005** - Developed and implemented a database to track and monitor how managers are using their allocated funds used in recognizing superior performance. |
| Develop and implement a process to recognize employees for their efforts in the area of Safety Conscious Work Environment (a necessary element of obtaining a License from the NRC) | February 7, 2005 **Completed** | **January 2005** - Conceptualized, developed, and implemented the OCRWM/ORD Deputy Director's Special Recognition "Commitment to Performance Excellence (attached)." The "Commitment to Performance Excellence" is a Coin/Certificate and presented to Federal and contractor employees who are being recognized for their commitment to Quality, Timeliness, Effectiveness, Procedural Compliance, Safety, and Safety Conscious Work Environment. |
| Communicate through progress reviews and staff meetings | Progress Reviews: February 2006 | **COMPLETED** |

| | | |
|---|---|---|
| employee expectations and accountability in terms of individual performance to mission related elements and standards | June/July/August 2006<br><br>Staff Meetings:        Weekly | -2$^{nd}$ Progress reviews are in the process of being completed for all non SES/non supervisory positions. |
| **Implement New Performance Management System for Non-Supervisory Employees** | **Postponed until FY07 (tentatively)**<br><br>**(Ensure standards reflect employees critical assignments, adequately portrayed and weighted and performance standards accurately described at the "Meets Expectations" level.** | **May 2006 the Office of Human Capital Management reported that implementation of the new performance system is on hold until FY07;** pending successful negotiation with the National Treasury Employees Union. |
| Conduct weekly POAM Meetings identifying key activities in the RW Program assigned to senior managers; which includes a weekly update on human capital activities. | Monthly/Quarterly in FY 2006 | **Meetings are being conducted on a weekly basis** |
| Communicate to staff consequences of not meeting planned performance goals and objectives resulting in lower annual ratings and loss of incentive awards | On-going through FY 2006 | May 2006<br>Notice to supervisors and managers to conduct Advisory Ratings to support the new structure June 2006 – new performance plans have been developed to correlate with the realignment/reassignment of employees under the new organization structure for a majority of the positions impacted in the reorganization. |

# APPENDIX I
## Outcome Measures

| FY 2007 Outcome Measures | Utilization in Making HC Decisions |
|---|---|
| **Complete License Application documents and ready for submission to the Nuclear Regulatory Commission no later than 30 June 2008** | OCRWM staffing forecasts, skills assessments; organizational restructuring; and budget requirements; modify and develop performance plans that reflect the annual performance targets |
| **Implement a well integrated security, safety and emergency management program** | Develop performance plans that reflect the annual performance targets, skill sets and gaps |
| **Develop transportation infrastructure necessary to safely and securely move the waste** | Modify and develop performance plans that reflect the annual performance targets; certify project directors; organization restructuring to support an efficient transportation program; ensuring appropriate staff assembled to perform mission-essential work; certify contracting officials |
| **Take action to improve an aging site infrastructure and operations to ensure worker safety** | Modify and develop performance plans that reflect the annual performance targets; certify project directors; identify additional employees for project director certification; staffing forecasts to secure the appropriate complement of staff personnel to represent OCRWM at public hearings. |
| **Develop the culture expected of an NRC licensee** | Conduct skills assessment to determine impact to Federal workforce, budget requirements and performance plans and annual performance targets |